

Becoming a leader when working with offshore and distributed teams

By Hans Eckman

<http://hanseckman.com>

hans@hanseckman.com

Ground Rules

- **This session is for you, so participate.**
 - **Shout-out exercise**
 - **Interrupt me for clarification**
 - **Save questions/discussion till end**

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What to Expect from this Session

- **Outsourcing – Why and Challenges**
- **Core Changes to Improve Results**
- **Becoming a Leader**
- **Questions and Discussion**

Offshore by the Numbers

- **More than half of Fortune 500 companies push some portion of their IT work offshore**
- **Offshore outsourcing of IT has grown 50% annually for the last 5 years**
- **75% of the cost of developing software is labor**
- **Companies spend more than 10% of their IT budgets recruiting and training staff**
- **Offshore savings estimated between 25-50%**
- **PwC - 68% of respondents report increased quality**
- **India represents 75% of offshore IT outsourcing revenue**

Source: 2009 Bamboo Software Solutions whitepaper:
"Offshore Outsourcing Topics and Approach", approach_to_outsourcing.pdf

Why Outsource?

Is outsourcing a good idea? Bad idea?

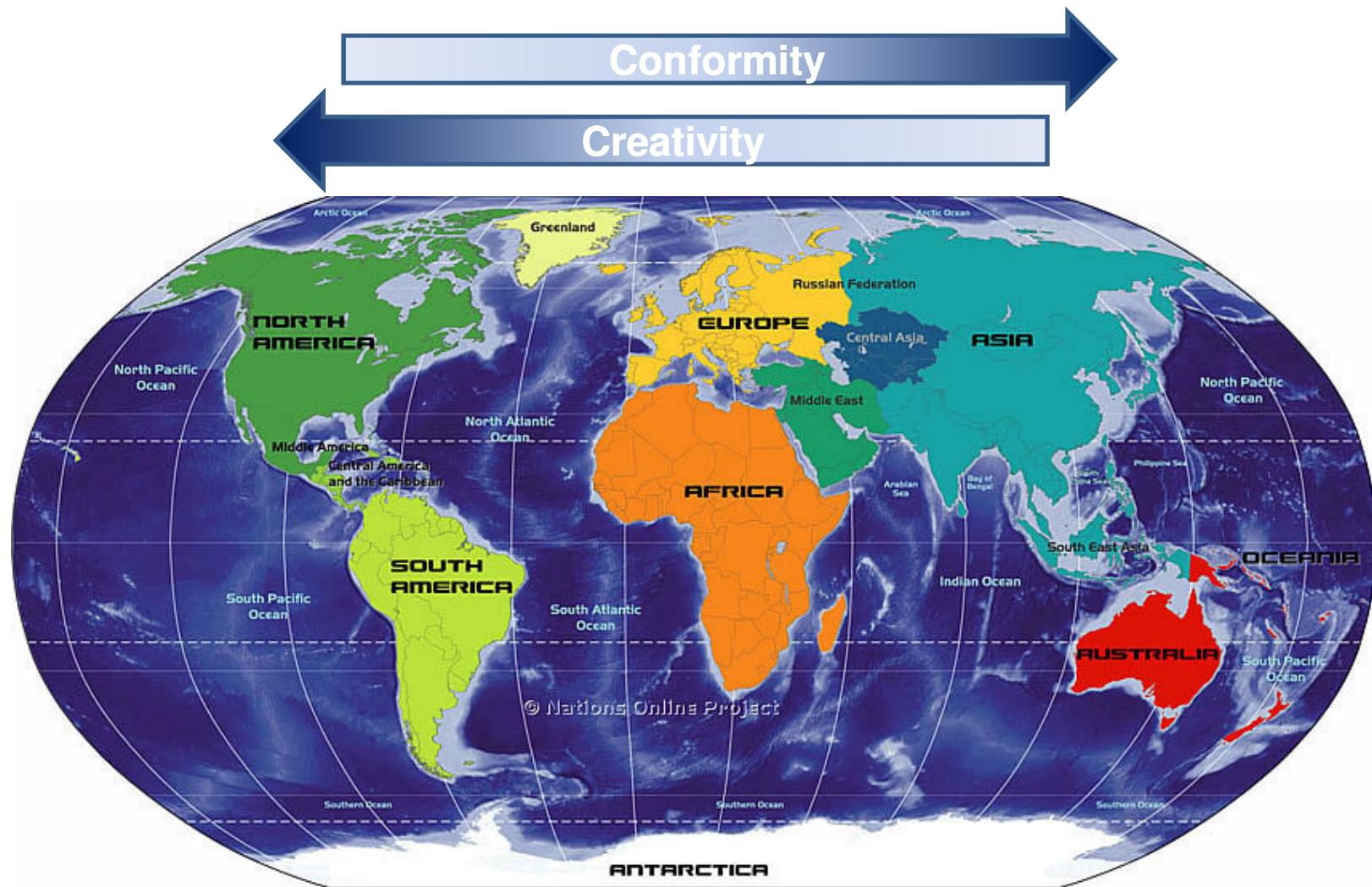
Perception

- **Save Money**
- **Increase Workable Hours**
- **Lower Cost**
- **Idiocy/Ignorance**
- **Regulations, Taxes, Unions**
- **Work Ethic**
- **Remove Overhead**
- **Lack of Internal Skill**
- **Time to Market**
- **Scalability (Speed)**

Core Advantages

- **Better Value**
- **Greater Capacity**
- **Available Working Hours**
- **Missing Expertise**
- **Disaster Recovery**

The Cultural Challenge - Approach



The Cultural Challenge – Key differences

- **Taught vs. Learned**
- **Literal Interpretation**
- **Little Tolerance for Inconsistencies**
- **English as a Second Language/Sarcasm**

The Context and Communication Challenge

Why are we doing this?

- **Business**
- **Market**
- **Audience**

Communication

- **Asynchronous**
- **Fragmented/Incomplete**
- **Intentional Only**

Changes – Requirements Package

- **Communicate Requirements Approach**
- **Need More Detailed and Explicit Requirements**
- **Use Flowcharts and Use Cases**
- **Wireframes and Screen Annotations**

Changes – Engaging the Team

- **Use Dev, QA, BA, and/or PM for Supporting Artifacts**
- **Shift Work Hours – Virtual SCRUM**
- **Static Testing – SMART and Ambiguities**
 - **Specific**
 - **Measurable**
 - **Attainable**
 - **Realistic**
 - **Time-bound**
- **Clarifications Template**
 - **Source, Question, Answer, Status**

Clarifications Template Example

Requirement Number	Requirement Description	Information Required	Clarification
SYSR189	Display Title-"Alerts for Month Year" , where month is the full name of the current month and year is the numerical year in YYYY format	In alerts detail page, can we have clarity on display title. Wireframe reference page - 32 . Do we need to display alert headlines with the date (OR) Do we need to display the topic of the title?	20091217 Hans SYSR189 marked Rejected. Copy and paste error. Alert title is the page header per SYSR190.
SYSR201, SYSR220	Display " " separating "Showing N_First - N_Last of N_Total" and "Previous Next".	The separator is not present in wireframe. Please clarify whether to implement this as part of SRS	20091217 Hans Implement per the SRS.
SYSR479:	Display change history component at top of left column	On "Announcements - Details" page, should we have a Change History component or an "Announcement Details" component as we have for Alerts?	20100222 Hans>Yes, we are displaying the Change History component for announcements: 11.04.01.03 SYSR479: Display change history component at top of left column. SYSR484 removed.

Becoming a BA Leader - Personal

- **Understand Your Team**
- **Provide Feedback, Especially Positive**
- **Be Open to Self-Criticism**
- **Volunteer**

Becoming a BA Leader – Project Approach

- **Use Modeling**
- **Become an Advocate for the Client**
- **Measure and Report**
 - **Scope of Requirements**
 - **Clarifications**
 - **Static Testing**
 - **Defects**
- **Share Project Successes with Others – Become the Model**

Conclusions

- **You must understand your audience to be effective.**
- **Develop strategies to turn differences or weaknesses into strengths.**
- **To lead, you must take action, not wait for direction.**
- **Download this presentation at:**
 - **Atlanta IIBA Community Page**
<http://community.theiiba.org/group.htm?mode=home&igid=34226>
 - <http://hanseckman.com/support/>
- **Questions?**

Recommended Project Team Structure

